

Lean Leadership and Enterprise Performance Management

Using Data Visualization to Drive Decisions and Tell Your Agency's Story



Washington Lean Conference

October 28, 2020

MassIngenuity[®]
Enterprise Performance Management

Results
MANAGEMENT SYSTEM[™]
& SOFTWARE

Washington Employment Security Department and Mass Ingenuity Partnership

Presentation Team

- **Washington Employment Security Department**
 - Anna Saint Mullaie, Lean Engagement and Development Manager
 - Jennifer Peppin, Performance Measurement Leader
- **Mass Ingenuity**
 - Scott Harra, EVP Marketing and Government Relations
 - Christine (Chris) Barker, Senior Consultant and Product Manager

Please ask
questions!

We want this
to be of
value to you!

Agenda for Today

Scott

- Introductions and our aspirations for our time with you
- Why data visualization and analysis are important
- ESD needs, vision, and transformation journey
- How to leverage data to drive decisions and tell ESD's story
- Lean leadership in a data-driven culture
- Cloud-based visual analytic dashboards
- Who needs to be engaged in data visualization and analysis
- Q&A



Why Data Visualization and Analysis are Important?

Strategic and Operational Excellence is relevant in every business environment and is necessary to thrive.

The disruptive and uncertain nature of the current business environment reveals that **information is power and strong alignment is critical** to long-term success.



Strategic and Operational Excellence

Setting the Stage about Data-Driven Decisions in a Lean Leadership Culture

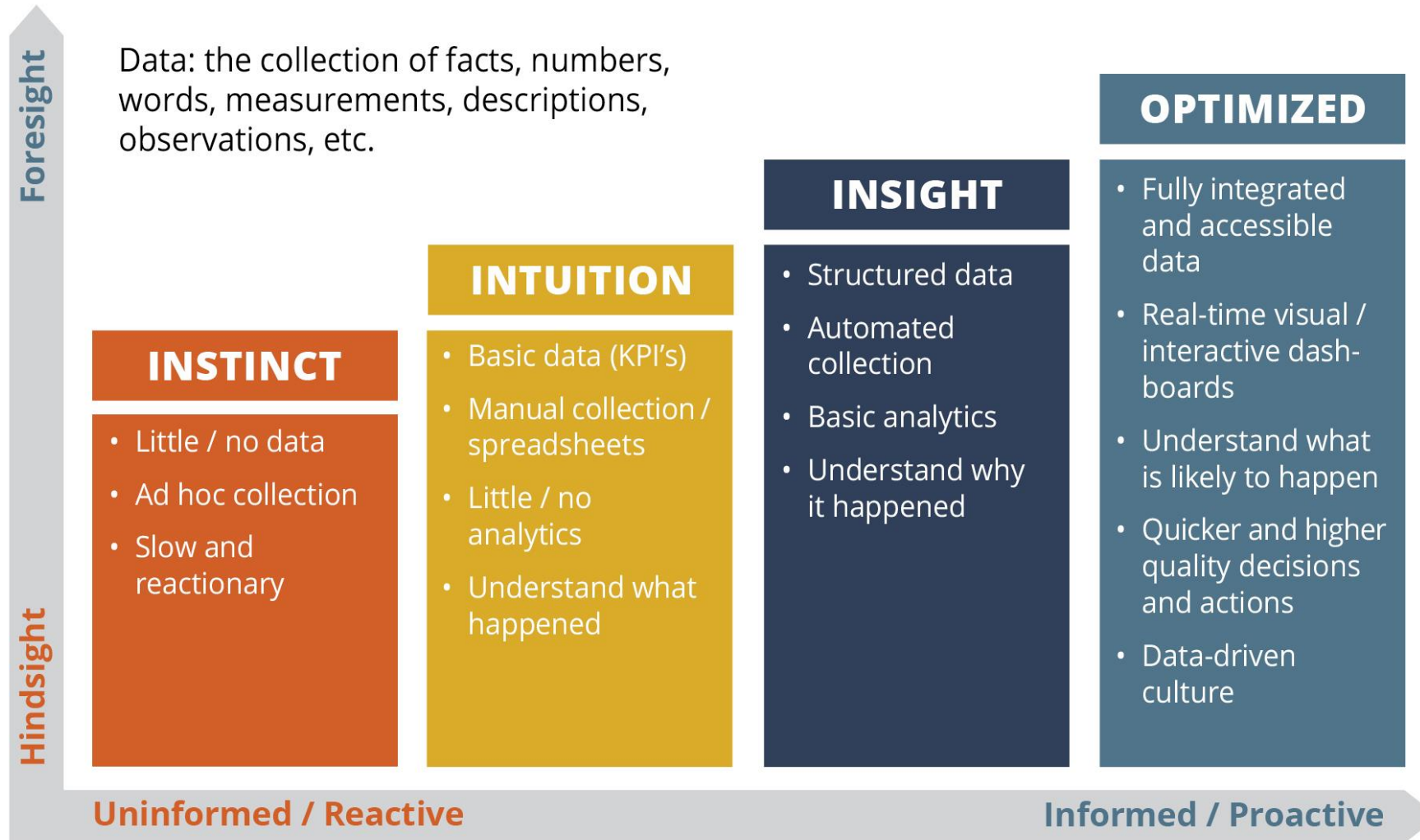
Scott

Trends for Data Visualization and Analysis

- **By 2022, 90% of organizational strategies will explicitly include data and analytics as vital enterprise assets**
- By 2023, data literacy will become a necessary driver of commercial and government value
- These facts will be demonstrated through the formal inclusion in 80% of strategies and change management programs (Gartner 2018)
- Mastering data-driven enterprise performance management is a proven strategy to achieve “more with less,” especially during dramatic budget cuts and remote workforce
- **Understanding their data allows leadership teams to know how to best allocate resources to their strategic initiatives**

Data Maturity: From Instinct to Optimized

Chris





State Agencies on the Journey

Some state agencies using dashboards and huddle boards to transform their culture that we are working with:

- Washington Employment Security Department
- Washington Health Care Authority
- Oregon Department of Human Services
- Oregon Health Authority Health Services Division
- Oregon Department of Transportation (Central Services Division)
- Arizona Department of Corrections

Employment Security Department's Story

ESD's Four Lines of Service

- **Unemployment:** July 2019: 47,227 claimants vs. July 2020 claimants 408,796 (+656%)
- **Reemployment:** 40 WorkSource offices statewide
- **Paid Family and Medical Leave:** launched January 2020; more than 104K applications submitted as of August 2020
- **Long-Term Care:** (new) ESD will collect and assess employee premiums

ESD headcount in 2019: 1,669

Who Are
We?

Employment Security Department's Story

- 2012: We began implementing Lean eight years ago
- 2015: We deployed Daily Management Boards to increase visibility to data for problem-solving and accountability
 - Didn't have the muscles
 - Didn't feel safe
- 2018: We shifted strategy to focus on the people side of lean and organizational change management. Our new Commissioner joined ESD in 2018, too.
- 2019: We launched the Enterprise Project Management Office to align agency governance, performance, project management, and lean

Where
We Are
From

Employment Security Department's Story

As an agency, our intent is to build muscle for:

- Being honest with ourselves and others – it's ok to be in the red! (if we're taking steps to get better)
- Managing with data
- Improving our ability to plan and execute initiatives
- Increasing visibility to agency priorities aligned to our strategic plan
- Increasing accountability for completing strategic work

We can
do this!

What We've Done

- Built our sponsorship coalition with Executives and Sr. Managers
- Developed agency's Quarterly Target Review (QTR) process
 - Culture of accountability
 - Ground rules / norms
 - Roles and responsibilities
- Planned (and canceled) two agency-level QTRs
- Procured Results Software to help us see performance visually

The Plan

Then 2020 Happened

- 656% increase in demand for unemployment assistance
- Grew headcount from 1,600 to 2,500
- Rapid decision-making environment increased the need and use of data
- Shifted from top down to bottom-up deployment of QTRs
 - Built agency's Project Management dashboard in Results Software
 - Hosted LED team's first QTR

The Swerve



Projects

All

Project Priority

All

Project Schedule

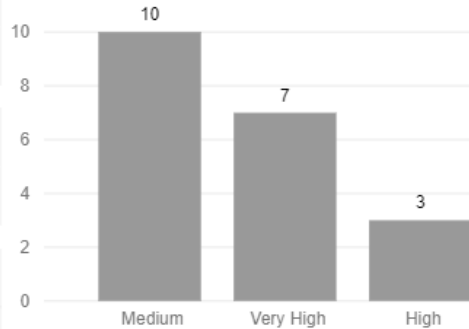
All

Project Status

All

IT Project Progress Scorecard

Priority of Active Projects



Name	*Overall Health*	Budget	Risk	Schedule	Scope
Automated Financial Systems	Yellow	Green	Green	Yellow	Green
Central Audit Management System	Green	Green	Green	Yellow	Green
Collection Subpoena Processing System (CSPS)	Green	Green	Green	Green	Green
EAMS 5.0 (NGTS)	Yellow	Green	Yellow	Yellow	Green
ESD Imaging Data Migration and Retention Management	Green	Green	Green	Yellow	Green
IT Continuity of Operations (IT COOP)	Yellow	Green	Yellow	Red	Yellow
LMS Upgrade	Green	Green	Green	Green	Green
Lost Wages Assistance (LWA)	Green	Green	Green	Green	Green
Mass Onboarding	Green	Green	Green	Green	Green
Master Plan to Facilitate Upgrades of Remaining 2008 Servers	Green	Green	Green	Green	Green

Projects In Progress

Project Name	Strategic Goals / Priorities	Project Owner	Start Date	End Date	Priority	Project Status	Remaining Days	Task Completed	Task Overdue	Total Tasks	Project Percent Completion
Automated Financial Systems	Improve organizational effectiveness	Dexter, Carl (ESD)	7/1/2019	9/30/2021	Very High	Active	356	2		5	40.00%
Central Audit Management System	Improve organizational effectiveness	Mitchell, Thomas (ESD)	1/1/2019	11/30/2020	Medium	Active	52	3		5	60.00%
Collection Subpoena Processing System (CSPS)	Improve organizational effectiveness	Mitchell, Thomas (ESD)	11/7/2018	10/30/2020	Medium	Active	21	3	1	5	60.00%
EAMS 5.0 (NGTS)	Improve organizational	Shannahan, Michael G	10/30/2017	3/9/2021	Medium	Active	151	3		5	60.00%

Projects Completed

Project Name	Strategic Goals / Priorities	Project Owner	Start Date	End Date	Priority	Project Status
2008 Windows Server Upgrade	Improve organizational effectiveness	Wulff, Bianca (ESD)	7/1/2019	1/14/2020	Medium	Completed
Customer Journey Mapping	Get benefits to those eligible	Ross, Alyson (ESD)	5/4/2020	8/30/2020	Medium	Completed
Employers Support for Furloughs	Get benefits to those eligible	Mitchell, Thomas (ESD)	7/14/2020	7/24/2020	High	Completed
Federal COVID Employer	Return to work	Wulff, Bianca (ESD)	6/17/2020	8/7/2020	Very Low	Completed

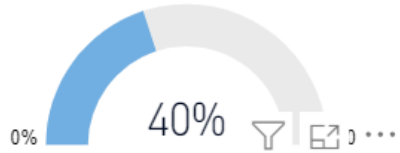
ESD's Project Management Scorecard

Dashboard

Home / List / Dashboard

Jennifer

Project Completed %



Project Name

LMS Upgrade

Start Date

1/1/2020

End Date

7/30/2021

Project Owner

Cayanan, Enrico (ESD)

Project Schedule

Ahead of plan

Date Entered	Project Comments
9/3/2020	9/3/2020: Temporary Project Manager for LMS Upgrade Project assigned 8/24 and transition meeting conducted 8/25. Team working tasks per schedule.
8/5/2020	8/5 New Project Manager for LMS Upgrade Project onboarded. Updating project governance by identifying core project team members.

LMS Upgrade

Project Status

All

Project Health Metrics

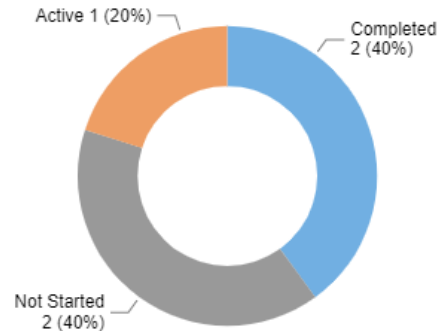
MeasureCode	Measure Name	Date Recorded	Status	Comments
LMSOH	*Overall Health*	10/5/2020	Green	on track
LMSBudget	Budget	10/5/2020	Green	
LMSRisk	Risk	10/5/2020	Green	Risks are resolved. No open risks at this time
LMSSched	Schedule	10/5/2020	Green	on track
LMSScope	Scope	10/5/2020	Green	on track

Metrics Color Definitions

Red - Some aspect of the project has fallen dramatically behind, has encountered a major setback, is over budget, or is outside the expected parameters.

Yellow - Some aspect (budget, schedule, etc.) of the project is at risk or requires attention.

Green - The project does not have any known issues but there is still risk that something could go wrong. As with any project in flight, we are managing it cautiously and we are doing our best to deliver successfully.



Task Status

Tasks In Progress

Name	Due Date	Priority	Task Status	On Time?	Comment
Charter Signed	5/29/2020	Very High	Completed		
Closeout Completed	12/31/2020	Very High	Not Started	On Time	
Lessons Learned	12/16/2020	Very High	Not Started	On Time	
Project Management Plan Approved	6/30/2020	High	Completed		
Schedule Developed	9/30/2020	Very High	Active	Overdue	

Project-specific Dashboard

Structure:
Maps > LED Scorecard

[Navigate Full Map](#)
[Full Resolution PDF](#)
[Outcome Measures](#)
[Process Measures](#)

Green
5

Yellow
4

Red
2

No Threshold
2

No Data
0

Lean Engagement & Development Program Fundamentals Map

7/28/2020

Program Purpose: <i>We help people make stuff better</i>						
Program Hypothesis						
If we do these processes well...	Operating Processes				Supporting Processes	
	Training	Facilitating projects	Facilitating strategic planning	Managing results	Communicating	Reporting
...as measured by (with targets of...)	# of classes; # of students; student satisfaction; #GB, YB	# of projects (% by type); # co-facilitators; # of projects by size; project customer satisfaction	# of sessions; % divisions w/ current Strat. Execution Plans	# of QTRs; # QTR active measures	# of blog posts; # of GovD messages & subscribers; # blog comments	# of agency improvements in the inventory
then outcomes will be...	Improved processes		Resources aligned to visible agency priorities supported by cross-divisional efforts		More engaged staff with stronger lean knowledge, skills, and abilities	
...as measured by (with targets of...)	% of projects with measurable results; # of improvements; % of improvements with customer impact; Cost/time savings; Improved results for survey "new way of doing things" and "make things better for customers"		# or % of QTR measures in R/Y with action plans; % of Strat Plan objectives achieved		% of students who say they use the information they learned; Improved results for survey "new way of doing things" and "make things better for customers"	

Anna

Scorecard and Mass Ingenuity's Fundamentals Map













Process Measures

Anna

Process Measures Scorecard

LED-OP1: Training

List Chart Summary Detail

	LED virtual class attendance Map: LED Scorecard		33.33%		Fortaine, Keoni (ESD)
	PPP Training Survey Results – Level of Satisfaction Map: LED Scorecard		94		Wade, Crystal (ESD)
	PPP Training Survey Results – Participant Response Rate Map: LED Scorecard		27.6		Wade, Crystal (ESD)
	PPP Training Survey Results – Recommend to Others Map: LED Scorecard		100		Wade, Crystal (ESD)

LED-OP2: Facilitating projects

List Chart Summary Detail

	LED cross-divisional projects Map: LED Scorecard		55.56%		Saint Mullaie, Anna (ESD)
	Requests for LED services Map: LED Scorecard		15		Saint Mullaie, Anna (ESD)

LED-OP3: Facilitating strategic planning

There are no process measures for this core process.

LED-OP4: Managing results

List Chart Summary Detail

	QTR schedule adherence Map: LED Scorecard		100%		Peppin, Jennifer (ESD)
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Now What?

- Developing our QTR roadmap and results management maturity model
- Building on our grass-roots buy-in
 - Initiating the HR division's QTR process using Results Software
 - Working with the monitoring unit to increase visibility to federally required performance targets and results using Results Software
- Planning for agency-level QTRs in 2021 based on new strategic plan
- Hosting LED team's 2nd QTR in November to build our muscles

The Comeback



Washington ESD's Transformation Journey

From...

- Searching for data and who can run reports, etc.
- Objectives on the strategic plan that sound like “to-do” lists
- Being overly optimistic about how many projects or initiatives we can accomplish at once
- Knowledge of performance gaps and being “in the red” limited to a few – and unclear accountability

To...

- Data in one easy-to-access place, used by decision-makers
- Meaningful performance measures and targets
- Setting realistic limits, saying “no” so “yes” is real, and delivering on time results
- Open discussion of performance gaps with clear accountability and support to improve

Payment and processing times

Anna

70%

Paid within 1 week

Between March 8 and October 3, 2020

Paid within a week includes all claimants paid, and from the time they submit their first weekly claim

Average days waiting for first payment (for those paid after submitting their first weekly claim)	12.8 Days
Average time to resolve claims w/ issues as of 10/3*	8.2 Weeks

*Outside of crisis or peak period, the standard time to process claims with issues is 3 weeks.

70% Paid within 1 week* (between March 8 - October 3, 2020) *Paid within a week includes all claimants paid, and from the time they submit their first weekly claim | Average days waiting (for those paid after submitting their first weekly claim): 12.8 Days | Average time to resolve claims w/issues as of 10/3: 8.2 weeks - outside of crisis or peak period, the standard time to process claims with issues is 3 weeks.

Initial claims

The number of claims filed is higher than the number of people who have filed claims. Federal guidelines require a separate application for each unemployment program, so a person who applies for more than one program files more than one claim.

State unemployment insurance (UI)	PUA	PEUC
1,615,348	499,554	465,966

Initial claims submitted for the week of September 27 – October 3, 2020

State Unemployment Insurance (UI)	PUA	PEUC	Continued/ongoing weekly claims	Total claims
15,496	4,151	9,211	477,850	506,708

Using
Data to
Tell ESD's
Story
Externally

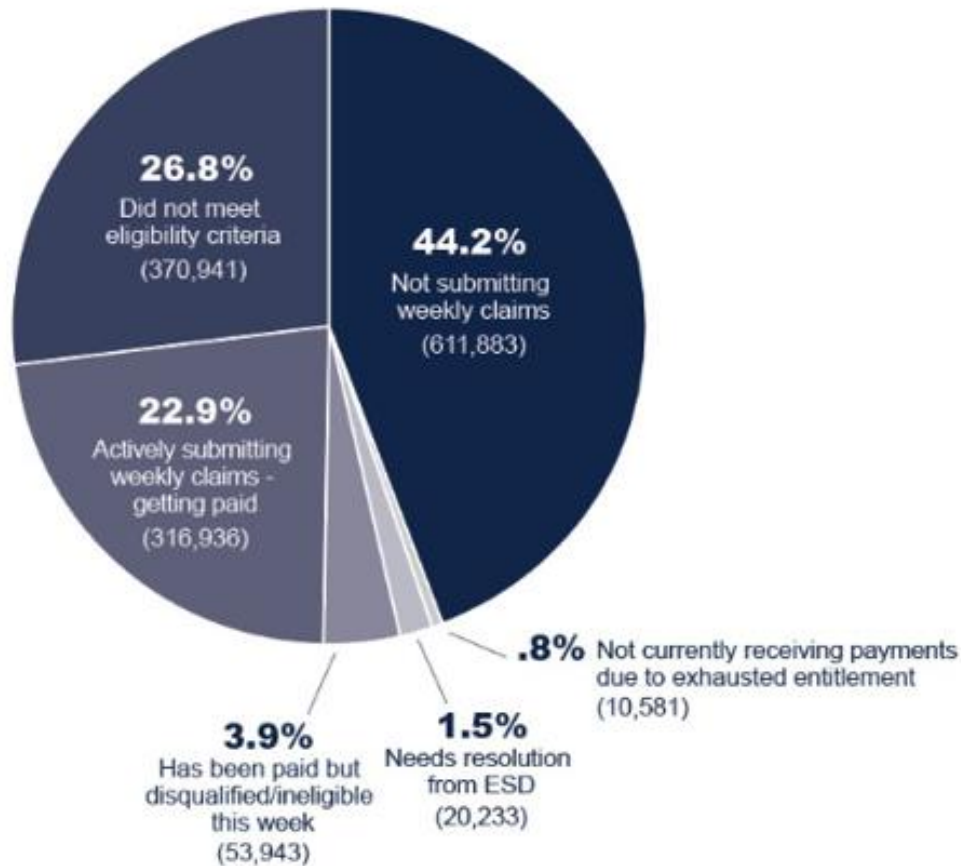
Claimants

Includes those who have applied for unemployment benefits March 8 – October 3, 2020.

Total number of individuals who have applied for benefits: 1,384,517

Total number of individuals who have filed an initial claim and have been paid: 1,048,043 (76% of total applicants)

Total claimants not currently receiving payment and need resolution by ESD: 20,233 (1.5% of total applicants)



Anna

Washington State Claimants



Lean Leadership in a Data-Driven Culture

Jennifer

Prosci's Change Management: ADKAR® Model

- Building awareness and desire before pandemic
- Desire increased during pandemic – also building our team's knowledge & ability
- Knowledge – roadshow in January – using LED team as show-and-tell
- Ability – working with HR, PPP, Monitoring unit on “how”
- Reinforcement – sustaining LED team QTR, will be in an accountability role to reinforce use of QTRs and ground rules



How to Leverage Data Visualization and Analysis to Drive Decisions?

Chris

- Define a clear purpose
- Understand what is possible to collect
- Consider the audience that will be using the visualization
- Keep visualization simple
- Capture the narrative of the work along with the actual metric
- Provide training and support on the tools and the visualization
- Design iteratively
- Make using data and visualization easy to use

Benefits of Visual Analytic Dashboards

Chris

- Integrate all data sources
- Develop interactive and advanced analytics (sort, filter, and drill-down)
- Cascade and aggregate results
- Gain deeper insight into trends and patterns
- Inform quicker and higher quality decisions and actions





Who Needs to Be Engaged in Data Visualization and Analysis?

Actionable Insights and
Data-Driven Decisions
Require a
Large Network of
Inter-Connected
Team Members



Results Management System™

Grounded in Lean principles, leadership best practices, employee engagement, and waste reduction tools

Results Management System™ & SOFTWARE

Enterprise Performance Management Strategy to Execution

Fundamentals

Eliminate Waste in the Routine Work

- Break down functional silos
- Create clear ownership and accountability
- Connect every employee to outcomes

Breakthroughs

Effectively Manage the Initiatives

- Translate strategic plan into initiatives
- Effectively plan strategic and tactical initiatives
- Manage/monitor and adjust projects

Dashboards & Business Reviews

Surface Primary Constraints to Goals

- Implement disciplined business reviews on your operations and strategic plan
- Conduct data-based assessments of your progress
- Align on where there is more to be done

Problem Solving

Identify and Eliminate Root Causes of Waste

- Focus improvement on primary constraints
- Leverage a common process improvement methodology to enhance collaboration
- Hold the gains

